



PEOPLE STRATEGY

2020-2023



This People Strategy aims to underpin and drive improvement in all aspects of employment and people management across the organisation, and to support and promote continuous improvement in the services we provide to our customers. We will ensure that customer focus, training and development, leadership, good practice in employment, diversity and equality, communication and performance management are all paramount within the culture and practice of our organisation.

Introduction	4-6
Objectives, Activities, Outcomes & Measures	7
Objective 1: Attract Recruitment & Selection, Workforce Planning, Developing the Young Workforce	8-10
Objective 2: Develop Performance Management, Training & Development, Career Planning, Succession Planning	11-13
Objective 3: Retain Equality & Diversity, Dignity in the Workplace, HR Policies & Procedures, Reward & Recognition, Employee Engagement	14-16
Objective 4: Wellbeing Health & Safety, Wellbeing, Volunteering	17-19



Introduction

Eildon’s 5-year strategy, ‘Delivering Inclusive Growth across the Scottish Borders 2019/20-2024/25’ sets out Eildon’s vision and priorities for the next 5 years.

Our people will deliver on these commitments



PURPOSE

The Eildon Group, delivering excellence in the provision of housing, support and care services for the people and communities that we support.

In order to continue to be successful and high performing we need to develop and empower the very best talent available in the employment market, across all areas of our business. We need to ensure that our people receive appropriate reward and

recognition and we need to guarantee that our people are supported and prepared for the challenges and demands of the future. To do this we must make sure they are skilled and equipped to deliver our organisational objectives through an effective

programme of training and development. We also need to ensure our Board, Executive Team, Operational Managers and Line Managers have the leadership skills and expertise to deliver our Strategy.

Eildon’s approach to people management is underpinned by our corporate values:

Caring

We care about what we do, the people we work with and the customers we serve

Committed

We work together to provide affordable, high quality homes, care and support services

Connected

We are part of the communities we serve and believe we can make a real difference

Creative

We are ready to meet the challenges of the future with enthusiasm and new ideas



In order to organise the complex work we undertake, Eildon has arranged its activities under 6 high-level Strategic Objectives underpinned with a suite of Departmental Objectives and action plans as well as all our people having Individual Performance Objectives (the Golden Thread).



The Golden Thread

In Strategic Objective 6: Organisational Development, we commit to continue to maximise our social impact by ensuring we operate effectively and efficiently, and we develop and train our people to excel.

Also articulated in our renewed strategy is the following priority for our people: We will support our people to be ambitious and change focussed.

This People Strategy aims to underpin and drive improvement in all aspects of employment and people management across the organisation, and to support and promote continuous improvement in the services we provide to our customers. We will ensure that

customer focus, training and development, leadership, good practice in employment, diversity and equality, communication and performance management are all paramount within the culture and practice of our organisation.

In practical terms we will work in ways that enable our people to:

- Be supported and developed to deliver, succeed, and achieve
- Be clear about their role and responsibilities in contributing to achieving our organisational goals and priorities
- Be encouraged to be innovative, creative, and motivated to achieve service improvement and development

- Be treated fairly, consistently and with dignity and respect
- Have the mechanisms to be listened to, consulted, and engaged
- Learn and develop through the delivery of an effective training programme that delivers comprehensive people development
- Regard Eildon as an employer that balances excellent terms and conditions with the challenges of delivering high quality, affordable services; and
- Enjoy a safe and healthy work environment which promotes good health



Objectives, activities, outcomes & measures

This People Strategy sets out the Objectives, Activities and Outcomes we will use to measure progress in achieving our people management and employment priorities over this period.

Some of the outcomes are simply the introduction, or improvement, of existing HR policies, procedures, practices and activities. Others are based upon improvements demonstrated as being desirable from the analysis of comparative key performance data gathered from benchmarking activities over a period of time.

Building on our existing HR policies, procedures, and practices and in anticipation of the expected priorities and challenges highlighted in Eildon's 5-year strategy, this People Strategy is structured around the following themes:



We want to attract the best talent available and develop all our people to reach their potential; working for a forward thinking, continuously improving organisation, which has a business head and a social heart.



This encapsulates

- Recruitment & Selection
- Workforce Planning
- Developing the Young Workforce

Attract

ATTRACT high calibre people and develop flexible recruitment practices which aim to match an appropriate mix of people to changing service needs.



Using a workforce planning process, as outlined in the diagram, we will analyse the current workforce, determine future workforce needs, identify the gap between the present and the future, and implement solutions so that Eildon can accomplish its strategic goals.

To achieve our business objectives, we must attract the very best talent available to us, across all our departments.

We must ensure our recruitment and advertising practices are as effective as possible and help us market our brand as a good employer.

We will further embed our approach to Developing the Young Workforce through our use of a variety of programmes such as apprenticeships, traineeships, and placements schemes. We will develop our relationships with local schools to improve awareness and knowledge of the work and services we provide within Eildon.

Eildon is an accredited Living Wage employer and the main reasons for seeking accreditation was to 'act in accordance with our values and to demonstrate that the organisation is a socially responsible employer'. It is also assisting us to improve recruitment and retention of our people and to improve motivation.

The campaign for a real Living Wage has ensured hundreds of thousands of workers are earning a wage they can live on, not just the government minimum. We will go on to look at gaining accreditation as a Living Hours employer. This standard calls on employers to provide a contract with 'living hours', decent notice periods for shifts with at least 4-weeks' notice.



Developing the Young Workforce



OBJECTIVES	ACTIVITIES	OUTCOMES metrics and indicators/how we will measure success
Ensure that our workforce planning process is embedded throughout the organisation and that resource plans identify the gap between present and future needs	<ul style="list-style-type: none">Ensure through workforce planning that we clearly identify the roles required for the future and develop targeted campaigns to recruit to them	<ul style="list-style-type: none">Employee resourcing plans in place that identify and anticipate potential skills and experience gaps as a result of employee turnover and planned, organisational growthCorporate risk assessments build in forward contingency planning to anticipate potential shortfallsAnnual report provides a range of workforce data and analysis
Eildon's Employer Value Proposition (EVP) attracts high calibre people in all staff groups, i.e. our reputation as a good employer allows us to recruit the right people through safe, robust, and fair processes	<ul style="list-style-type: none">Further develop our positive EVP, using the website and other media channels and publicise the benefits of working for EildonDevelop our recruitment processes and practices to ensure they are flexible and attuned to our needs and evidenced through the Recruitment & Selection Policy and ProceduresDevelop recruitment videos and up to date materials for recruitment via multi-media channels	<ul style="list-style-type: none">Annual Recruitment Monitoring Report highlighting the effectiveness of recruitment initiatives as well as analysis of costs, diversity of applicants and recruitment media channelsIncreased application rates per vacancyApplicant and employee survey data indicate a positive employer image
Be agile and able to respond to requests to recruit quickly and efficiently and reduce the time taken to recruit as much as possible in order to ensure no negative impact on service delivery	<ul style="list-style-type: none">Improve the efficiency and effectiveness of our recruitment processesDevelop an online recruitment portalAutomate recruitment and selection processes wherever possible through use of website/portal software	<ul style="list-style-type: none">Reduction in recruitment time from date of advert to offer of contractImprove conversion rate – offer to appointmentLower re-advertisement rate
Maintain Living Wage accreditation	<ul style="list-style-type: none">Monitor Living Wage rates and annually review pay grades considering any rate increases to ensure Salary Grades are not squeezed	<ul style="list-style-type: none">Annual salary adjustments, in line with Living Wage rates, ensure salary grades remain competitive
Gain accreditation as a 'Living Hours' employer	<ul style="list-style-type: none">Work with Care & Support managers to ensure we can satisfy requirements for accreditationFully implement a Rota Management system to manage and report on shift allocations and hours worked	<ul style="list-style-type: none">Living Hours Accreditation achievedIncreased levels of 'Engagement' within C&S, as measured through the annual employee engagement survey
Reduce spend on Agency fees and develop relief bank to work across all care & support services	<ul style="list-style-type: none">Research use of annualised hours contractsReview Terms and Conditions of employment for relief bank workers	<ul style="list-style-type: none">Reduced spend on agency staffGreater utilisation of relief bank staff

Develop

DEVELOP our people continuously; encourage innovation and a performance management culture that meets the demands and aspirations of our services, tenants, and customers.



- This encapsulates
- Performance Management
 - Training & Development
 - Career Planning
 - Succession Planning

Through our Performance Management Review Policy (PMR) and related procedures and activities, we will engage with all our people and encourage a culture of continuous improvement in the services we deliver to our tenants and service users.

We will foster and encourage learning, development, and support, to enhance our people’s performance in delivering Eildon’s strategic, departmental, and individual objectives and deliver an effective programme of training and development. We will provide and support training and development opportunities that ensure our people are skilled and competent to fulfil their role to the best of their ability and which allows them to maximise their potential. Managers inspire, guide and support career development. Career conversations between managers and employees are the single most important factor in building, motivating, and developing a highly skilled workforce.

Succession planning is about planning ahead. It involves an element of contingency planning as the absence of a key employee can have significant implications. Succession planning is also about professional development – recognising talent and enabling people to grow and take on new and/or additional responsibilities.



We will meet the statutory requirement for registering employees who manage and deliver care and support services with the Scottish Social Services Council (SSSC) and assisting them, where necessary, to achieve the necessary qualifications to enable their registration. In doing so we will ensure that our people are offered opportunities to secure SVQs and other qualifications to enable them to perform and develop in their role and satisfy regulatory body requirements. We will also support our people with their Continuing Professional Development (CPD) requirements.

We will promote and encourage effective management and leadership values and practice for those people who have a line management responsibility through the delivery of a comprehensive, effective range of training and development opportunities to support and enhance their knowledge, skills and behaviours, as managers of people. We are implementing a coaching style of management throughout the organisation. In addition, senior managers will be offered a range of leadership and management development opportunities, appropriate to their role, to ensure that they have the strategic focus and required technical skills to continue to deliver improvement and efficiency in our services and organisation.



OBJECTIVES	ACTIVITIES	OUTCOMES metrics and indicators/how we will measure success
We will ensure that the skills, knowledge, and abilities required for every role within Eildon is well documented in Job Profiles	<ul style="list-style-type: none">Undertake a Training Needs Analysis (TNA) for all key skills and abilities required for all roles within the AssociationSkills Gap Analysis undertaken annually	<ul style="list-style-type: none">Annual Corporate Training Plan outlines all training and development activity prioritised for the yearTNA up-to-date with a Skills Matrix
Ensure all our people understand their contribution to achieving Eildon's priorities; have clear performance objectives and are properly developed, resourced, and supported to deliver those objectives	<ul style="list-style-type: none">Continue to embed the PMR processFair and consistent procedures operate to deal quickly, consistently, sensitively, and fairly with issues of under-performance	<ul style="list-style-type: none">All PMR reviews undertaken and objectives set annuallyPIPs recorded, reviewed, and reported with successful resolutions
We will ensure all our people have the necessary skills, experience, training, and competence to enable them to deliver excellent services to our tenants, customers, and service users	<ul style="list-style-type: none">All our people review their learning and development needs with their manager as part of supervision or PMR meetingDevelopment opportunities are provided within the training programme to support the transition to new roles, the delivery of new services and to complete CPD	<ul style="list-style-type: none">Individual Learning and Development Plans created for everyone and a corporate training plan published annually which provides a comprehensive programme of learning and developmentAll professional CPD requirements metSVQs undertaken at the required level to enable people to register with SSSCAnnual report on training undertaken, including costs, number of hours and ROI
Ensure mechanisms are in place to minimise the risk to our services of employee turnover, through succession planning and future employee resource planning	<ul style="list-style-type: none">Development opportunities aid and support succession planning	<ul style="list-style-type: none">Up to date approach to succession planning in placePercentage of internal appointments versus external
Management development: We will ensure that people with management responsibility are competent in supporting the development and management of their team members	<ul style="list-style-type: none">Develop, design and deliver a management development programme for all those with managerial or supervisory responsibilitiesPromote continuous improvement in people management skills, knowledge, and practice	<ul style="list-style-type: none">All managers fully competent to deliver their roleIncreased scores in 'Manager' section of annual employee engagement survey
Leadership development: Eildon's leaders will have the skills, knowledge, behaviours and capability to lead their people to deliver excellent services for their customers	<ul style="list-style-type: none">Develop and deliver an effective leadership programme for senior managers, offering a comprehensive range of leadership training and development opportunities	<ul style="list-style-type: none">Leadership Programme: regular L&D activities undertaken and reportedImproved customer satisfaction scoresImproved KPIs in all departments
Eildon will develop strong links with training providers to ensure that we provide good quality up to date training interventions where appropriate	<ul style="list-style-type: none">We will further develop our relationship with Borders College particularly in relation to Talent Attraction and Workforce Development, Developing a Care Career Academy, Construction Skills, Sustainable Technology, Community Benefit Activity and Digital SkillsWe will continue to develop our online Learning Management System (LMS) to provide a range of modules to support learning and development	<ul style="list-style-type: none">The Memorandum of Understanding (MOU) with Borders College will be reviewed bi-annuallyIncreased usage of LMS reported and meeting completion targets set for mandatory and role specific courses
Maintain IiP and IiYP accreditation and ultimately achieve Platinum IiP	<ul style="list-style-type: none">Use feedback report to identify action needed to be taken to bridge the gap between Gold and Platinum	<ul style="list-style-type: none">Achieve Platinum IiP in 2022



This encapsulates

- Equality & Diversity
- Dignity in the Workplace
- HR Policies & Procedures
- Reward & Recognition
- Employee Engagement

Retain

RETAIN and support people through positive and progressive employment policies and practices whilst promoting equality of opportunity and valuing diversity in our workforce.

We will seek to maintain a positive working culture based on openness, accountability, dignity, fairness, and mutual respect in the workplace. All new employees receive a corporate and departmental induction providing a consistent and positive introduction to working life at Eildon.

We will seek to provide and manage a working environment that promotes work-life balance, and which takes account of the requirements and efficiency of our services as well as the needs of our employees.

Eildon records absence and turnover rates for statistical purposes and benchmarks through HouseMark and other local forums. Targets are set annually. Our data can be segmented by age, gender, length of service, department and job activity, providing metrics and performance indicators which can be correlated against employee engagement survey data.



Our strategy reinforces our commitment to employment policies and procedures and practices that seek to eliminate the impact of discrimination in all its forms and to ensure equality of opportunity for everyone. We will allocate employee resource to ensure that workloads appropriately reflect our current and future priorities and targets and workloads are kept under review.

Eildon's remuneration package is subject to an annual review carried out by the Remuneration Committee and applied each

April. A Triennial review is carried out every 3 years to benchmark Eildon roles against both national and regional marketplaces, as well as direct competitors in both housing and care, and to recommend changes and/or additions (in line with industry best practice) to the current reward package that allows for the organisation to attract and retain talent. Eildon is committed to recognising and celebrating the significant contribution that all our colleagues make to our ongoing success. During 2018 a Recognition Framework was developed which supports our

people to show their appreciation and recognise colleagues who have gone above and beyond the requirements of their job role.

Employee engagement: We will seek to enhance the motivation and engagement of all our people. We want to retain valued and high performing people by providing a stimulating and supportive working environment; providing competitive and flexible terms and conditions that are competitive in our employment market.

OBJECTIVES	ACTIVITIES	OUTCOMES metrics and indicators/how we will measure success
Embed equality of opportunity into all employment activities	<ul style="list-style-type: none">• Provide access to equality and diversity training as part of our training programmes for all our people	<ul style="list-style-type: none">• Equality and diversity statement included in all HR policies• Completion of E&D mandatory training at 100%• A positive workplace culture reported in annual employee engagement survey results
Work-life balance available to all through the delivery of flexible working opportunities	<ul style="list-style-type: none">• A range of flexible working options are set out in the Flexible Working Policy	<ul style="list-style-type: none">• A range of flexible working practices being utilised and reported on annually
Establish a comprehensive range of employment policies and procedures that ensure individuals and managers have a clear understanding of the parameters of their conduct and authority	<ul style="list-style-type: none">• Comprehensive set of employment policies and procedures in place, readily accessible on intranet• Ongoing programme of review and revision of all employment policies and procedures to ensure legal compliance and application of best practice	<ul style="list-style-type: none">• HR policies and procedures audited in a rolling programme by legal advisory company• All policies and procedures reviewed internally as per Framework Review schedule
Provide an appropriate and effective induction for all new starts so that people settle quickly into their role and have all the knowledge and information required to be effective by the end of their probationary period	<ul style="list-style-type: none">• All our people should experience a consistent and effective induction process• Measure turnover and absence rates	<ul style="list-style-type: none">• Low turnover of newly appointed people and those appointed to new positions within Eildon• Turnover and absence rates to be lower than target
Eildon's salaries and remuneration package to remain competitive and attractive and ensure Eildon has an affordable, attractive range of benefits suitable for all its people	<ul style="list-style-type: none">• Undertake Triennial Pay & Benefit Reviews and Annual benchmarking to demonstrate Eildon's salary levels remain competitive in the sector and identify remuneration "gaps" with our competitors• Eildon will provide an attractive, contributory pension scheme	<ul style="list-style-type: none">• Exit interview questionnaires demonstrate a positive response to the reward package• Good participation uptake in pension scheme
Eildon recognises the discretionary effort people give through its Recognition Framework	<ul style="list-style-type: none">• Award nominations collated each quarter• Award panel meet to agree awards which are announced at quarterly FORUM meetings	<ul style="list-style-type: none">• Positive feedback received when Recognition Framework is reviewed after a full cycle of awards has been completed
Ensure high levels of employee engagement are achieved through the delivery of all elements of this people strategy	<ul style="list-style-type: none">• FORUM meetings will be held quarterly to provide an opportunity to inform and consult with people on a range of employment and operational topics• We will undertake an annual employee engagement survey	<ul style="list-style-type: none">• Improved levels of people participation in FORUM meetings• Low level of staff grievances• Positive trend in employee engagement scores demonstrated in annual employee engagement survey• ARC and similar statistical returns demonstrate employee turnover and absence levels are below benchmarking peer groups• Positive feedback through liP and other quality assessment processes

Wellbeing

WELLBEING incorporates health promotion as well as maintaining safe working practices and environments that foster and encourage the health, happiness and welfare of all our staff.



This encapsulates

- Health & Safety
- Wellbeing
- Volunteering

Fostering employee wellbeing is good for all our people and Eildon. Promoting wellbeing can help prevent stress and create positive working environments where we can all thrive. Good health and wellbeing can be a core enabler of employee engagement and organisational performance.

Healthy workplaces help people to flourish and reach their potential. This means creating an environment that actively promotes a state of engagement, benefiting both employees and the organisation. Investing in employee wellbeing can lead to

increased resilience, reduced sickness absence and higher performance and productivity.

There are 4 pillars of Wellbeing: Physical, Mental, Social and Financial, which we are incorporating into our Wellbeing Policy. The Wellbeing Working Group promotes and arranges awareness events on topics within these areas and consequently Eildon have held Bronze accreditation with Healthy Working Lives since 2008. The aim is to now work towards Silver accreditation and then on to Gold.



Through our Sickness Absence and Attendance Management Policy, staff have the confidence that if they do fall ill, there are support arrangements in place during their absence to assist them back to work. We will utilise Occupational Health Services and refer people to them when appropriate.

We provide all staff with membership of a Health Cash Plan. This is reviewed regularly, and usage reported annually.

The Health and Safety Working Group oversees H&S compliance and review quarterly data before it is presented to the Board. H&S training is provided where necessary through face to face and online learning and health surveillance is carried out where risk assessments identify it as being needed.

As part of our commitment to being 'connected' to our local communities, Eildon embarked on a trial period of volunteering opportunities in October 2015.

It proved successful and now we actively support all our people to undertake volunteer charity work, with a full day's paid leave each year, through the Eildon Makes a Difference (EMaD) programme.



OBJECTIVES	ACTIVITIES	OUTCOMES metrics and indicators/how we will measure success
Develop and implement a Wellbeing Policy	<ul style="list-style-type: none">A Wellbeing Working Group, composed of people from across departments, will assist in the development of a Wellbeing Policy	<ul style="list-style-type: none">Wellbeing Policy in place and available on Intranet
Improve the systems for monitoring, reporting and managing attendance	<ul style="list-style-type: none">Implement revised policy and procedures on attendance managementBradford Index scores reported to managers giving appropriate time and information to allow meaningful meetings with people to be heldAbsence management training for all managers undertaken as part of roll out of new T&A systemRegular attendance performance reporting to ET and Board	<ul style="list-style-type: none">Reduction in absence PIs to a level where meeting targetsBI meetings held when required and activity reported quarterly to ETReduction in number of Formal Absence Review meetings in response to increased positive management of absence
Eildon to make effective use of Occupational Health Service providers	<ul style="list-style-type: none">Make management referrals to Occupational Health Services when appropriate and report on frequency and quality of interventionOffer and promote flu vaccinations and report on take upUndertake health surveillance activities when risk assessments indicate they are necessary	<ul style="list-style-type: none">Number of referrals to Occupational Health providers below target and report provided to ET annuallyHealth surveillance reports completed annually and reported to HSWG
Improve our Healthy Working Lives accreditation from Bronze to Silver and then Gold	<ul style="list-style-type: none">The Wellbeing Group to plan a programme of wellbeing awareness activities for all our people	<ul style="list-style-type: none">Achievement of HWL Silver during 2020-21. This level has to be attained before progressing to Gold which we will aim to achieve during 2022-2023
Provide a Health Cash Plan for all our people	<ul style="list-style-type: none">Promote Health Cash Plan to all our people at Induction and reminders sent regularly to maximise usageAnnual reports provided to ET on Health Cash Plan usageReview alternative providers as part of Triennial Pay and Benefit Review	<ul style="list-style-type: none">Improved usage rates of Health Cash Plan
Through health awareness events improve the overall health and wellbeing of all our people	<ul style="list-style-type: none">Plan and deliver a range of wellbeing awareness sessions on topics covered in the 4 pillars of the Wellbeing Policy	<ul style="list-style-type: none">Reporting on various health promotion and awareness raising and health intervention initiatives and whether any return on investment identified
The Health and Safety Working Group (HSWG) will ensure that safe systems of work are in place	<ul style="list-style-type: none">Develop a new H&S Policy and procedures to replace HEMSUndertake compliance audit checks and report exceptions to the BoardH&S training covered as appropriate during Induction and refreshed as required and stated in the Training Matrix	<ul style="list-style-type: none">H&S Policy in place and all staff aware of their responsibilitiesAll compliance audits completed in timeReduction in number of Accidents and Incidents reportedH&S Training PIs meeting targets
We will actively encourage all our people to be involved in the Eildon Makes a Difference (EMaD) volunteering programme; supporting local charities to undertake small projects within the communities in which we work	<ul style="list-style-type: none">A programme of volunteering opportunities to be advertised on the Intranet	<ul style="list-style-type: none">Increased levels of participationWider range of opportunities available



The Weaving Shed Ettrick Mill Dunsdale Road Selkirk TD7 5EB

Tel: 01750 725900 Email: enquiries@eildon.org.uk

www.eildon.org.uk

